

DSMC Participates in 1995 Malcolm Baldrige Pilot Program in Education

Recognizing Quality Achievements in Education

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An application for entry into the Malcolm Baldrige National Quality Award (MBNQA) Pilot Program in Education recently paid off in a big way for the Defense Systems Management College. As one of 13 academic institutions applying to participate in the Pilot, DSMC became the first government agency to receive a Site Visit by a team of Baldrige examiners.

What Did We Gain?

Although there is no tangible award to be gained from participation in the Baldrige Pilot Program in Education, the intangible awards abound. First and foremost, the College enjoyed the benefit of a Site Visit by the Baldrige examiners — a team of highly qualified professionals in the field of education who literally left no stone unturned in evaluating the primary criteria on which we were judged:

- Leadership
- Information and Analysis
- Strategic and Quality Planning
- Human Resource Development and Management
- Educational and Business Process Management
- School Performance Results
- Student Focus and Student and Stakeholder Satisfaction

About the Site Visit

The College was first notified by the the American Society for Quality Control (ASQC) of its selection as one of

three educational institutions selected to participate in the Site Visit phase of the Pilot Program on September 25, 1995. Subsequently, we were pleased to host a team of six Baldrige examiners during the period October 23-25, 1995. What were they looking for? Overall their objectives were to verify and clarify the information in our application. They also took a hard look at how well we are performing in our:

- approach to transforming to a quality/management philosophy;
- deployment of improvement strategies;
- integration of processes; and
- results.

Our emphasis during the Site Visit phase of the evaluation was to be responsive to the inquiries of the evaluators and to point out progress since the application was completed in April 1995. Adhering to the strict terms and conditions of the Baldrige administrative and ethical standards, the team probed to get a clear picture of the way DSMC does business. This report will ultimately be given to both DSMC and the Baldrige judges.

Brig. Gen. Claude M. Bolton, Jr., USAF, Commandant, DSMC, summarized the importance of the Site Visit:

This is a Win-Win situation. We've taken the time and focused a considerable amount of discipline on documenting all that we're doing. Now comes the payoff. We'll be able to get feedback from experts and learn

THE FIRST TEAM OF BALDRIGE EXAMINERS TO CONDUCT AN ON-SITE VISIT TO A GOVERNMENT AGENCY ARRIVED AT THE DEFENSE SYSTEMS MANAGEMENT COLLEGE, FORT BELVOIR CAMPUS, ON OCTOBER 23, 1995. FROM LEFT: WILLIAM ALEXANDER, TRENTON STATE COLLEGE; JULIE HORINE, UNIVERSITY OF MISSISSIPPI; JENNIFER FRANTZ, NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY; EDWARD GORE, JR., SACRED HEART UNIVERSITY; DAN BARTON, NATIONAL INSTITUTE OF STANDARDS AND TECHNOLOGY; DAVID JOHNSON, DAVENPORT COLLEGE OF BUSINESS; STAN HARGER, STAN HARGER & ASSOCIATES; AND DEMETRIUS KARATHANOS, SOUTHEASTERN MISSOURI COLLEGE.



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valuable lessons for moving forward.

An added benefit, according to Gen. Bolton, is the privilege of participating in a venture that will ultimately improve the quality of U.S. education. It was also an excellent opportunity for the College to advance the concept of the Malcolm Baldrige National Quality Award.

What Did We Learn?

What did the College learn about itself? Plenty. As a result of evaluating our programs and processes in preparation for the Site Visit, we:

- emphasized customer requirements and expectations;
- pinpointed our strategic direction (where we're going and how we're going to get there); and
- focused on guided, self-directed learning in our classrooms.

Getting Started

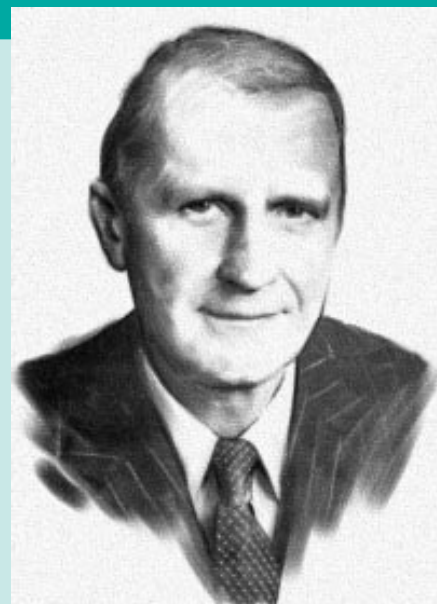
The team's visit culminated a tremendous year-long effort by the College. Beginning with a phone call by the College's Special Assistant for Quality, Dr. Mary-jo Hall, to the ASQC over a



MALCOLM BALDRIGE

26th Secretary of Commerce

Malcolm Baldrige was nominated to be Secretary of Commerce by President Ronald Reagan on December 11, 1980, and confirmed by the United States Senate on January 22, 1981.



During his tenure, Baldrige played a major role in developing and carrying out Administration trade policy. He took the lead in resolving difficulties in technology transfers with China and India. Baldrige held the first Cabinet-level talks with the Soviet Union in seven years, which paved the way for increased access for U.S. firms to the Soviet market. He was highly regarded by the world's most preeminent leaders.

Leading the Administration's effort to pass the Export Trading Company Act of 1982, Baldrige was named by the President to chair a Cabinet-level Trade Strike Force to search out unfair trading practices and recommend ways to end those practices. He was the leader in the reform of the Nation's antitrust laws.

Baldrige's award-winning managerial excellence contributed to long-term improvement in economy, efficiency, and effectiveness in government. Within the Commerce Department, Baldrige reduced the budget by more than 30 percent and administrative personnel by 25 percent.

Prior to entering the Cabinet, Baldrige was chairman and chief executive officer of Scovill, Inc., Waterbury, Connecticut. Having joined Scovill in 1962, he is credited with leading its transformation from a financially troubled brass mill to a highly diversified manufacturer of consumer, housing and industrial goods.

Baldrige began his career in the manufacturing industry in 1947 as a foundry hand in an iron company in Connecticut and rose to the presidency of that company by 1960. During World War II, Baldrige served in combat in the Pacific as a Captain in the 27th Infantry Division. He was born in Omaha, Nebraska, and graduated from Yale University with a bachelor's degree in 1944.

Baldrige worked during his boyhood as a ranch hand and earned several awards as a professional team roper on the rodeo circuit. He was a Professional Rodeo Man of the Year in 1980 and was installed in the National Cowboy Hall of Fame in Oklahoma City in 1984.

Malcolm Baldrige died July 25, 1987, in a rodeo accident in California. His service as Secretary of Commerce was one of the longest in history. He is said to have been possibly the most colorful Secretary of Commerce and one of the most beloved. He is survived by his wife Margaret and his two children.

year ago, the College began the arduous application process. Putting together a DSMC team to prepare the application was the next step. Headed by Professor John P. "Jack" McGovern, Manufacturing Management Department, Faculty Division, the Team coalesced into seven category teams. The category leaders for the Site Visit were:

- Leadership – Professor Bob Stryjewski
- Information and Analysis – Cmdr. Brian Kelmar, USN
- Strategic and Quality Planning – Dr. Mary-jo Hall
- Human Resource Development and Management – Lt. Cmdr. Jill Garzone, USN
- Educational and Business Process Management – Professor Don DeCoursey
- School Performance Results – Lt. Col. Bob Traube, USAF
- Student Focus and Student and Stakeholder Satisfaction – Professor Jesse Cox

Each category team worked with four to five others to research and write the application.

The 1995 Pilot Program in Education followed processes similar to those established for the Malcolm Baldrige National Quality Award. Our application highlighted the College's standing and performance in several key areas:

- our products and services;
- customers;
- organization;
- major markets;
- key customer quality requirements;
- employee profile (staff and faculty);
- equipment, facilities, and technologies used;
- suppliers;
- regulatory environment; and
- current status of quality.

The application, in essence, became a research document, collating the results of countless committees, meetings, charters, agendas, memoranda, focus groups, working groups, analyses, research projects, and student

"The economic liberty and strong competition that are indispensable to economic progress were principles that "Mac" Baldrige stressed..."

Ronald Reagan

feedback used to develop the College's strategic direction and environment.

What's Baldrige All About?

As America confronts the realities of the changing global marketplace, the importance of quality to our competitiveness, productivity, and our standard of living has become clear. Stemming from this renewed national quality awareness, Public Law 100-107, the Malcolm Baldrige National Quality Improvement Act of 1987, was signed into law by President Ronald Reagan on August 20, 1987. This Act established the Malcolm Baldrige National Quality Award, named in honor of the former Secretary of Commerce. The purposes of this Award Program are to:

- promote quality awareness and practices in U.S. business;
- recognize quality achievements of U.S. companies; and
- publicize successful quality strategies and programs.

Importance of Quality To Education

Along with the business community, the importance of quality to the educational community has become clear as well. Thus, the decision was made to pilot a Baldrige-based program in Education. The purposes of the Pilot Program in Education are to:

- determine the interest and readiness of educational organizations to

participate in a national-level recognition program based upon the ability to demonstrate overall performance improvement;

- evaluate the Pilot Program in Education criteria;
- determine the capability of the evaluation system, including volunteer experience, availability, and time commitment;
- test the appropriateness of eligibility rules;
- determine the value of feedback to the Pilot Program in Education participants; and
- determine the likely influence of a Malcolm Baldrige National Quality Award for Education on sharing of best practices information, cross-sector cooperation, and elevation of educational standards.

The Secretary of Commerce and the National Institute of Standards and Technology (NIST) are given responsibilities to develop and manage the Pilot Program in Education. Currently, NIST is working with the ASQC to administer the Pilot Program.

Baldrige Pilot Evaluation Teams — Composition and Responsibilities

The Baldrige Pilot Evaluation Teams consist of quality experts primarily from the educational sector. Not only do they evaluate Pilot applications, but also prepare final Feedback Reports. Members are selected by NIST through a competitive application process. All evaluators attend an intensive Preparation Course and are designated either Evaluators or Senior Evaluators.

What's Ahead?

We anticipate feedback and final evaluation of our 1995 application by mid-December 1995. During the interim, DSMC has appointed Professor Jesse Cox, Academic Programs Division, to oversee the College's assessment process using the Baldrige criteria.

EDITOR'S NOTE

Calendar year 1996 is currently projected to be another pilot year.